Statewide Enterprise Architecture Steering Committee

Initiative

Develop a charter, process and procedures for the establishment of a **Statewide Enterprise Architecture Steering Committee (SEASC)** for defining, developing and implementing a set of Statewide common infrastructure standards. The development of a common IT infrastructure is a requirement defined by numerous department directors and staffs. An enterprise architecture is a basic requirement which will enable Iowa to better define technology requirements, spend wisely to maximize investments and reduce lifetime cost of ownership for technology.

Architecture Model

Enterprise Architecture (EA) describes how the state uses information technology in order to achieve greater efficiencies and streamline operations with a focus on interoperability and connectivity as key elements of communication and data sharing among organizations across the enterprise. It is a guiding blueprint for strategically managing Information Technology resources to create an alignment between the state's departmental business needs and technology. Enterprise Architecture encompasses an interrelated set of domain architectures intended to guide all Information Technology activities supporting enterprise initiatives.

To create Enterprise Architecture, the state's department Directors and IT professionals must achieve a common and cohesive vision of the core mission and key business challenges as well as the opportunities and "problem corridors" the departments expect to encounter.

Enterprise Architecture, then, is a process that expresses the enterprise's key business, information, application, and technology strategies and their impact on the state's business functions and processes. Enterprise Architecture institutionalizes disciplined analysis and decision-making. It must be driven by the statewide business and technology strategy.
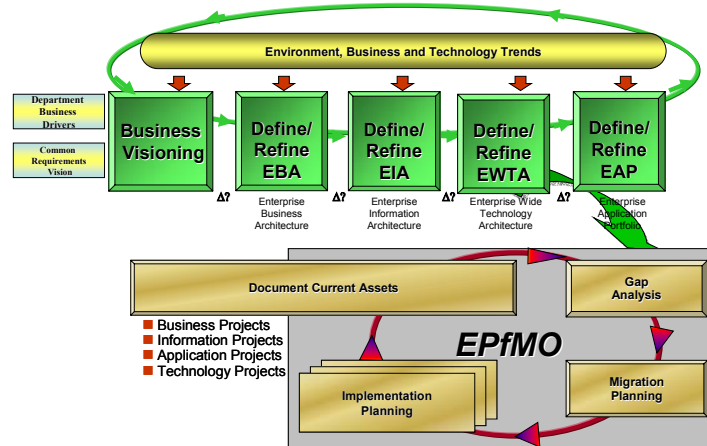
The Enterprise Architecture Process Model shown above provides a logical approach to developing an Enterprise Architecture for the state of Iowa. It is a multiphase, iterative, non-linear model focused on Enterprise Architecture development, evolution, and migration as well as on the ancillary governance, organizational, and management processes. It represents key characteristics and a synthesis of best practices of how other states and private sector companies are delivering enterprise architecture

Team Mission Statement

The Enterprise Architecture Implementation and Migration Planning Team will provide input and feedback to develop a business oriented mission and process for the establishment of a Statewide Enterprise Architecture Steering Committee. This Statewide Enterprise Architecture Steering Committee will define, develop and provide a statewide common architecture for the Executive Branch.

Activity Level Project Timeline

ID	Task Name	Duration	Pred
1	Define Roles and Responsibilities of the SEASC organization	3 mons	
2	Identify existing groups that may conflict with SEASC and determine viability.	3 mons	
3	Identify the size and composition of the SEASC	3 mons	
4	Define Roles and Responsibilities of SEASC members	3 mons	
5	Define Standard Operating Procedure for SEASC	6 mons	
6	Determine the process to select members of the SEASC	3 mons	3
7	Approve the Mission of the SEASC	1 mon	6
8	Define the Support Staff of the SEASC	15 mons	4
9	Set Initial Architecture Strategy	30 mons	7
10	SEASC build trust	60 mons	

Description of Activities

Statewide Technology Architecture Steering Committee Mission Statement

Purpose

The purpose of the Statewide Enterprise Architecture Steering Committee (SEASC) is to assist with the development and "selling" of the conceptual architecture. The SEASC is instrumental in reviewing and approving of IT Standards. It also provides input for, reviewing, and approving the domain architectures. The SEASC will guide IT project teams to assure compliance with the Enterprise-wide Technical Architecture (EWTA), and will make directional decisions on deviations. The SEASC acts as "ambassadors" for the EWTA across the organization.

Membership

The SEASC will have representation from IT Senior Management with emphasis on those managers that have a strong business focus or alignment, and LOB Managers with a strong technology focus. The Chief Architect acts as chairperson of this team.

Role

1. Develop and promote the conceptual architecture.

2. Provide input, review and approve the decomposition of the conceptual architecture principles to domain architectures.

3. Review and approves the IT standards that forms part of each Domain Architecture

4. Review and approves product and configuration standards from the Domain Architecture Teams.

5. Review and approve or reject deviations from the EWTA. The SEASC is also responsible for listing all deviations from the stated future direction and the making of migration plan to eliminate them.

6. Consider proposals for new information technology that integrates or interfaces with the current I/T architecture. Approve or reject exceptions to any standards defined by the EWTA. Approved projects will continue on to

the ITSC along with the SEASC's comments. Projects that are rejected are subject to appeal to the ITSC.

7. Assist and guide IT project teams to comply, or to bring their projects into compliance, with the standards defined by the EWTA.

8. Support and approve the activities of the Domain Architecture teams.

9. Ultimately the SEASC has a key responsibility the creation of EWTA ambassadors amongst the business community.

1. Define Roles and Responsibilities of the SEASC organization
Description
Define Roles and Responsibilities of the EASC organization—e.g. reporting relationship, relationship with CIO/CTO/CISO/Enterprise CIO's. Define if this group is advisory versus reporting.
Risk
Moderate risk to this activity as the roles and responsibilities has a strong effect upon the overall technical standards and processes for the enterprise.
Considerations
The role of this organization is very dependent on the role of the Governance Board. Additionally, consideration must be made for existing IT based groups like the IT Council and what legal issues this may have.

Expected Outcome:	The expected outcome of this activity is defined roles and responsibilities of the overall Statewide Enterprise Architecture Steering Committee.
Timeframe:	3 Months
Cost:	$150,000

2. Identify existing groups that may conflict with SEASC and determine viability.
Description
Look at existing groups—e.g. ITC/ITTC/National Guard/existing agency steering committees—to determine fit and need.
Risk
There is moderate risk for this activity. Existing groups may have similar responsibilities.
Considerations
Some existing groups may be mandated by law and this needs to be addressed.

Expected Outcome:	The identification, need and implication awareness of the existing teams to the success of the SEASC.
Timeframe:	3 Months
Cost:	No incremental cost associated with this activity.

3. Identify the size and composition of the SEASC

Description

Determine optimal number of members and expertise/background from public/private/appointee.

Risk

There is a moderate level of risk to this activity as the composition will have a major impact on the successful oversight of the state's information technology architecture.

Considerations

An interdependency with the Governance Board and the Enterprise Portfolio Management Office exists.

Expected Outcome:	This activity will produce a recommended size and makeup of the Statewide Enterprise Architecture Steering Committee.
Timeframe:	3 Months
Cost:	No cost associated

4. Define Roles and Responsibilities of SEASC members

Description

Define Roles and Responsibilities of EASC members—e.g. job descriptions, leadership roles, reporting responsibilities, etc.

Risk

Performing this activity has relatively low risk

Considerations

The responsibility to review the job descriptions and performance of each member. Human Resources needs to be involved at this point.

Expected Outcome:	Job descriptions, expectations and performance review criteria will be the results of this activity
Timeframe:	3 Months
Cost:	$25,000

5. Define Standard Operating Procedure for SEASC

Description

Identify the duties, responsibilities and activities of the Steering Committee - e.g.

communication

Risk
This step has relatively low risk.

Considerations
The process of setting the Standard Operating Procedures will require a legislative review. Additionally, this step has a dependency on the Governance Board to assure good working relationship between the two entities.

Expected Outcome:	A set of standard operating procedures for the successful running of the Statewide Enterprise Architecture Steering Committee will result from the successful completion of this activity.
Timeframe:	6 months
Cost:	Part of the $150,000 in defining roles and responsibilities of the committee.

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6. Determine the process to select members of the SEASC

Description
Determine the process to select the members of the Statewide Enterprise Architecture Steering Committee—e.g. appointment, cross-departmental, etc.

Risk
There is a moderate risk to this activity as the final makeup of this committee will have a major impact on the successful oversight of the state's information technology architecture.

Considerations
The selection of this team will have an impact on the Governance Board and the Enterprise Portfolio Management Office.

Expected Outcome:	This activity will produce the procedures for selecting the members to serve as the Statewide Enterprise Architecture Steering Committee.
Timeframe:	3 Months
Cost:	No associated costs.

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7. Approve the Mission of the SEASC

Description
Review and approve the Mission of the EASC

Risk
This activity has low risk.

Considerations
The SEASC Mission must account for and align with the Governance Board Mission.

Expected Outcome:	Final approved Mission Statement for the Statewide Enterprise Architecture Steering Committee
Timeframe:	1 Month
Cost:	No incremental cost.

8. Define the Support Staff of the SEASC

Description	
Determine number, skill sets, roles and responsibilities of the support staff for the EASC.	
Risk	
A moderate risk is associated with this activity to assure the proper staff is assigned to this organization.	
Considerations	
<enter considerations here>	
Expected Outcome:	The framework for assigning personnel to the Architecture Center of Excellence.
Timeframe:	12-18 Months
Cost:	$25,000 - $50,000

9. Set Initial Architecture Strategy

Description	
Establishing the direction the department will be going architecturally.	
Risk	
This is a high risk activity in that it sets the course for the architecture going forward.	
Considerations	
The Architecture Strategy must bear in mind the mandates associated with external funding, particularly federal funding.	
Expected Outcome:	The initial strategy for architectural design.
Timeframe:	24-36 Months
Cost:	$1,000,000

10. SEASC build trust

Description	
Communicate with agencies and stakeholders—listening to agencies and stakeholders—seek common ground—feedback	
Risk	

Low risk to performing this activity.
Considerations
Legislative requirements in the creation of new full time equivalents along with the associated funding is a consideration for this activity. Also, the necessity for background checks at a cost of $1,500 to $5,000 per FTE. Finally, it is important to enlist human resources in this activity.

Expected Outcome:	A clear communications plan to keep all stakeholders and agencies
Timeframe:	Continuous
Cost:	No associated cost, but the activity is priceless.

Cultural Impacts

- Everyone is used to being responsible for their own architecture.
- Departmental/business unit collaboration—business units focused on delivering service—make a commitment to ensure business units' voices are heard.
- Use of existing staff? Match right people to right responsibility level.
- Major debates regarding brand/equipment loyalty.

Change in existing groups.